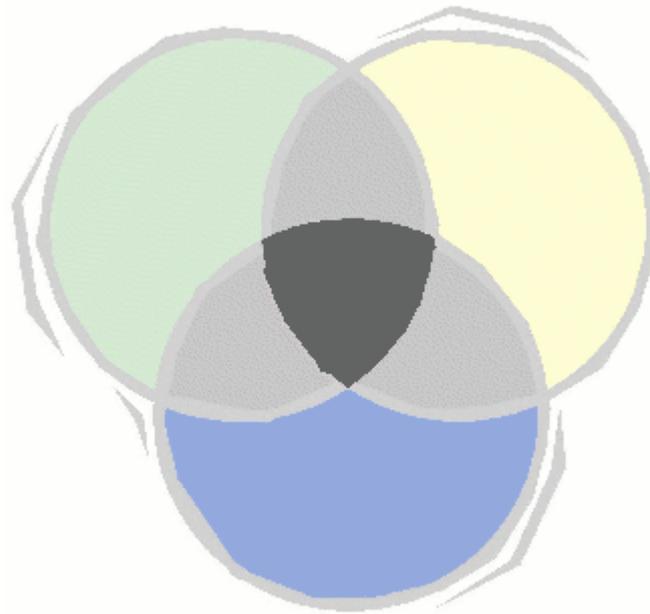


Big Goals: Our Hedgehog



Making
Our Vision
REAL

Our Hedgehog: passion, best at, resources



In the face of the challenges mentioned in “Our World”, this section examines how we simplify our complex world into a single basic principle that unifies and guides everything we do. That "hedgehog" principle has three parts: 1) what we are deeply passionate about; 2) what we can be best at; and 3) what drives our economic engine. The section suggests that:

World Vision is passionate about transforming lives. It can be the best in the world at enabling holistic, sustainable solutions to poverty. And its' economic engine is driven by increasing long-term cash to ministry per donor.

How will the hedgehog impact our Big Goals and strategies in the future?

Introduction

What is a Hedgehog Concept? Jim Collins, author of the book *Good to Great*, observed through research that “great” companies have been able to simplify their complex world into a single organizing idea, a basic principle or concept that unifies and guides everything they do. That concept reflects a deep understanding of the following dimensions and their interdependencies:

- ✓ **What are we deeply passionate about?** Focuses on those activities that ignite our passion...what truly makes us passionate.
- ✓ **What can we be best in the world at?** Goes beyond core competence and reflects a clear understanding of what we can (and cannot) be best at.
- ✓ **What drives our economic engine?** Reflects “piercing insight” regarding how to most effectively generate sustained and robust cash flow and profitability.¹

Collins found that when an organization understands its Hedgehog Concept, it provides an organizational focus and framework (guide) for consistent decision-making that enables the achievement of long-term “breakthrough” results. World Vision seeks this outcome from identifying its own Hedgehog Concept.

How was our Hedgehog Concept developed?

1. **World Vision National Directors** spent four (4) days in October 2003 using appreciative inquiry methodology to identify several potential answers to the above three questions for World Vision.
2. In follow up to the October National Directors’ Conference, the **Strategic Planning Advisory Group** was appointed to develop the process “road map” for defining World Vision’s strategic drivers and goals (in 2004) and to identify strategies for achieving those goals (in 2005). A small task force, under the leadership of Richard Stearns (National Director of World Vision United States), to define World Vision’s Hedgehog Concept as a means to provide clarity and focus for subsequent strategy development.
3. This concept has stimulated partnership wide response, with many offices undertaking their own hedgehog process or planning to do so, as applicable in their context.
4. **The Hedgehog Task Force** involved 11 individuals representing all regions and key roles in the Partnership, balanced by gender. It included Area Development Program (ADP) leadership, National Office directors, representatives from the Partnership Office (Advocacy, Development) and Support Office fundraising (private and public). The following approach was used over a three day period in April 2004 to build the Hedgehog recommendation for World Vision:
 - The Directors’ Conference output, plus subsequent input given to the “Big Goals” office was used as the ‘raw material’ for building the recommendation.
 - Spiritual reflection and prayer was woven into the approach to ensure that God’s Word balanced the “business” concept outlined by Jim Collins.
 - The task force drafted two independent definitions for each dimension above, beginning with the Directors’ input, then worked together as a full team to refine those drafts into one recommended concept for each dimension. The team reflected God’s blessing that despite different perspectives of role, culture, gender, and region, the drafts were quite similar in emphasis and consistent with the most common concepts from the National Directors’ work.

¹ Jim Collins, *Good to Great* (New York: HarperCollins Publishers Inc., 2001), page 95.

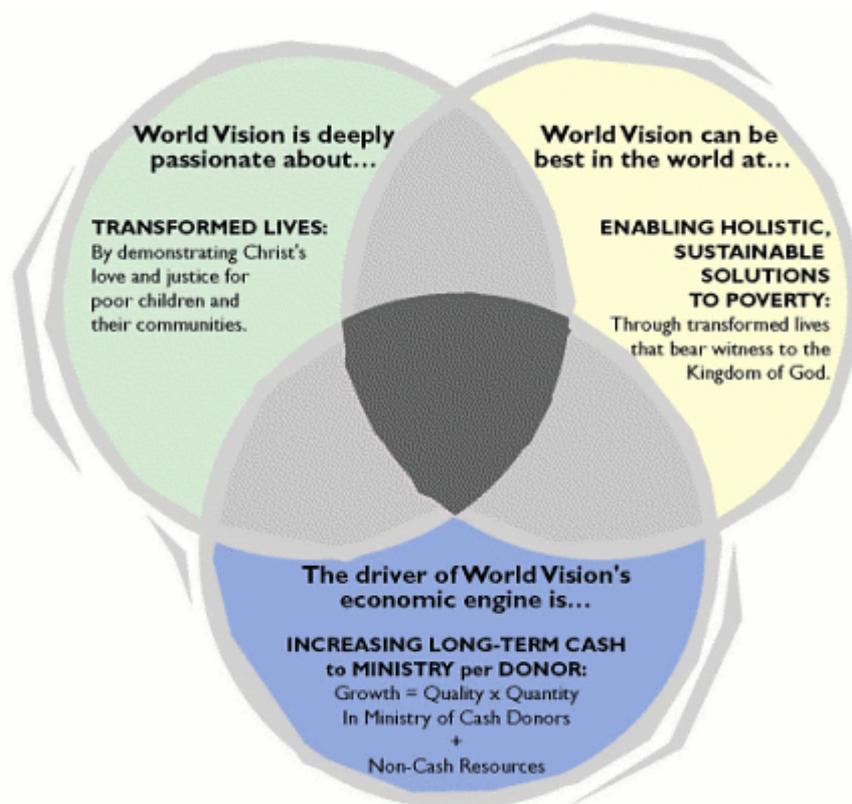
World Vision’s Hedgehog Concept will be used as key input, along with an environmental scan, for establishing “Big Goals” for the World Vision Partnership.

How will our Hedgehog Concept be used?

The Hedgehog Task Force recommends that World Vision’s Hedgehog Concept be diligently utilized and updated as follows:

- Link Big Goals to each circle of our Hedgehog Concept, maximizing our strengths and planning for capacity improvements where needed to achieve “breakthrough” results.
- Ensure staff understanding of the concept through ongoing communication and training.
- Incorporate the concept into a global strategic planning process, including ongoing Partnership review, input and update of the concept—ensuring goals, activities and resource allocations are consistent with it.

Proposed Hedgehog Concept: The “3 Circles”



The three circles of the World Vision hedgehog concept work together. No one circle should be over-emphasized at the expense of another. They are interdependent and in combination provide a framework for goal-setting and related decision-making.

These three circles should be used as the “lenses” through which World Vision’s strategic decisions can be focused, resulting in a strong and growing ministry impact. The intersection of these circles provides the strategic “sweet spot” within which we strive to realize our compelling vision:

**Our vision for every child, life in all its fullness;
our prayer for every heart, the will to make it so.**

We are passionate about **TRANSFORMED LIVES: By demonstrating Christ's love and justice for poor children and their communities**

"Is this the kind of fasting I have chosen: to loose the chains of injustice and untie the cords of the yoke, to set the oppressed free and break every yoke? Is it not to share your food with the hungry and provide the poor wanderer with shelter—when you see the naked to clothe him, and not turn always from your own flesh and blood? Then your light will break forth like the dawn..." Isaiah 58:6-8a (NIV)

Rationale

While World Vision has many passions, including: our Christian faith; our commitment to justice; our compassion for the poor; and our concern that donors join us in this process of change; the bottom line for us is always **lives transformed** – spiritually, physically, and emotionally. The motivation behind this passion is our desire to introduce people to Christ's unconditional love for everyone and his offer of salvation, demonstrating that love by putting our faith into action ("We are therefore Christ's ambassadors, as though God were making his appeal through us." 2 Corinthians 5:20 NIV) We also recognize that Christ had great passion for the poor and the oppressed – especially children – and that his love was always accompanied by his concern for justice, requiring the transformation of people, systems, and structures. Finally, we recognize that when we demonstrate Christ's love and justice for the poor, we do so in a public way which shows solutions are possible, encourages others to follow, and gives glory to God.

Compatibility with our vision, mission and values (Core Document quotes)

- ✓ **Vision:** We look forward to a future where every child experiences Jesus' promise of life in all its fullness...where they are protected, cared for and given the opportunities to become all God meant them to be; where they grow strong in communities free of need and full of promise. We are faithful messengers of God's love, powerful motivators of caring...
- ✓ **Mission:** Our mission is to follow our Lord and Savior Jesus Christ in working with the poor and oppressed to promote human transformation, seek justice and bear witness to the good news of the kingdom of God.
- ✓ **Values:** We seek to follow Christ—in his identification with the poor, the powerless, the afflicted, the oppressed, the marginalized; in his special concern for children...his challenge to unjust attitudes and systems...in his love for all people without discrimination or conditions...

Implications for World Vision

- While our primary passion has always been for the poor, we also have a passion to transform the lives of donors.
- Passion is not enough and must be channelled through professionalism, resulting in quality impact.
- As the agents of transformation, our staff, volunteers and Boards must have within them the capacity spiritually and professionally to promote transformation of people and communities.
- The well being of poor children and communities are inextricably linked together.
- True transformation requires justice, and justice requires changes to unjust authorities, structures and systems.
- To motivate greater justice, we must have greater commitment to and effectiveness in advocacy.

We can be best in the world at **ENABLING HOLISTIC, SUSTAINABLE SOLUTIONS TO POVERTY**: Through transformed relationships that bear witness to the kingdom of God

*“I have come in order that you might have life, life in all its fullness.”
–The words of Jesus, John 10:10b*

Rationale

World Vision’s uniqueness is found in our ‘holistic’ approach to providing poverty solutions that bring ‘fullness of life’ to children, families and their communities. We believe that poverty is complex and has spiritual, physical, emotional and social dimensions that all must be addressed to achieve transformed lives. Our model of relief, multi-sectoral community development and advocacy gets at root causes of poverty and can bring lasting and sustainable change. However, we recognize that we cannot achieve this on our own. We must be co-workers with God and other partners. At our best, we are ‘enablers’ who bring together individuals, communities, leaders, skills and resources to produce change. This ‘enabling’ is done through relationships, with God and with others, which are transforming and bear witness to the good news of the kingdom of God.

Assumptions/Definitions

- **Enabling:** As a change agent, World Vision must partner with the poor, their communities, donors, as well as other organizations (e.g. other NGO’s, governmental organizations, churches, etc). We cannot achieve solutions to poverty by ourselves. Enabling requires: humility; partnering; leverage; grass root solutions; knowledge sharing; and more than simply money.
- **Poverty:** We recognize poverty as multi-dimensional: physical, social; cultural; political; economic, but also spiritual. Ultimately it represents broken relationships with God, others, communities and the environment.
- **Solutions:** We recognize that “solutions” to poverty are never “absolute” in a fallen world and we use the word to indicate tangible progress toward “fullness of life” that is evident in people’s lives and measurable in specific ways.
- **Holistic:** We believe that God’s intent for “fullness of life” is meant holistically. Just as poverty is multi-dimensional, so must be its solutions. “Holistic” solutions will comprehensively address the combination of physical, social, emotional and spiritual aspects of poverty.
- **Sustainable:** True solutions to poverty must address root causes of poverty in self-perpetuating, community-based ways. To achieve sustainability, solutions must be multi-level in nature: local/contextual, macro/structural, meet individual needs and also address interdependencies.

Compatibility with our vision, mission and values (Core Document quotes)

- ✓ **Vision:** We are trusted partners in lasting change and inspiring models of cooperation.
- ✓ **Mission:** We follow our Lord and Savior Jesus Christ...to promote human transformation, seek justice and bear witness to the good news of the kingdom of God...through integrated, holistic commitment to: transformational development that is community-based and sustainable...
- ✓ **Values:** We seek to facilitate an engagement between the poor and the affluent that opens both to transformation. We are Partners: We accept the obligations of joint participation, shared goals and mutual accountability...We are partners with the poor and with donors in a shared ministry...We pursue relationship with all churches and desire mutual participation...We maintain a cooperative stance and a spirit of openness toward other humanitarian organizations.

Implications for World Vision

- All lines of our mission must be integrated to ensure holistic and sustainable poverty solutions

- Ultimately sustainable poverty solutions require WV to be “salt and light” to engage policy makers and the public in ways that contribute to transformed societies.
- In order to be best at enabling holistic, sustainable poverty solutions we must be able to measure and monitor impact (through TDI, DME, etc.) in demonstrable ways, holding ourselves accountable to quality results/impact.
- We must improve our capacity to partner with others and each other (both national and support offices).
- Since we believe in transforming relationships, donor and field communications must be improved.
- Our work must bear witness to the kingdom of God and intentionally incorporate appropriate dimensions of Christian impact.
- Bearing witness to the kingdom of God requires Christian staff in all key positions, each with the capacity to appropriately represent our Christian mission in their local context.
- Focus on holistic, sustainable poverty solutions must drive our resource allocations and marketing communications.

The driver of our economic engine is **INCREASING LONG-TERM CASH to MINISTRY per DONOR: Growth in Ministry = Quality x Quantity of Cash Donors + Non-Cash Resources**

A poor widow came and put in two very small copper coins, worth only a fraction of a penny. Calling his disciples to him, Jesus said, “I tell you the truth, this poor widow has put more into the treasury than all the others. They all gave out of their wealth; but she, out of her poverty, put in everything—all she had to live on.” Mark 12:41 (NIV)

Rationale

The work of World Vision has been sustained for more than 50 years by the faithfulness of millions of donors making regular gifts over a long period of time. Holistic and sustainable solutions to poverty require long-term (10-20 year) cash flows that are reliable and flexible. Regular and reliable gifts of cash provide a stable foundation for ministry and program which can be used to leverage and integrate other critical resources such as food, gifts-in-kind, volunteer involvement and community contributions that result in greater program impact per dollar raised. The “driver” of this economic engine is the sum total contributions of donors in long-term relationship with World Vision. By maximizing the long-term contributions of each and every donor through stronger relationships built on education, involvement opportunities, better communication and service, marketing effectiveness improves and total dollars for to ministry grows. Said another way, more donors (quantity), in stronger relationship with World Vision (quality) results in more resources for ministry (growth).

Assumptions/Definitions

- Long-term cash to ministry represents revenue less overhead provided by donors over time
- Cash resources are not presumed as the only valuable resource World Vision receives, but rather the driver or enabler for leveraging a broad mix of resources, including cash and non-cash, private and public, money and volunteers, etc.
- Growth is assumed through both donor retention and new donor acquisition. This growth is understood to be responsible growth with a commitment to quality and impact, not growth merely for growth’s sake.
- Maximizing long-term yield for program assumes acceptable revenue to cost ratios.
- Resources obtained must match program priorities (consistent with “what we are best at”).

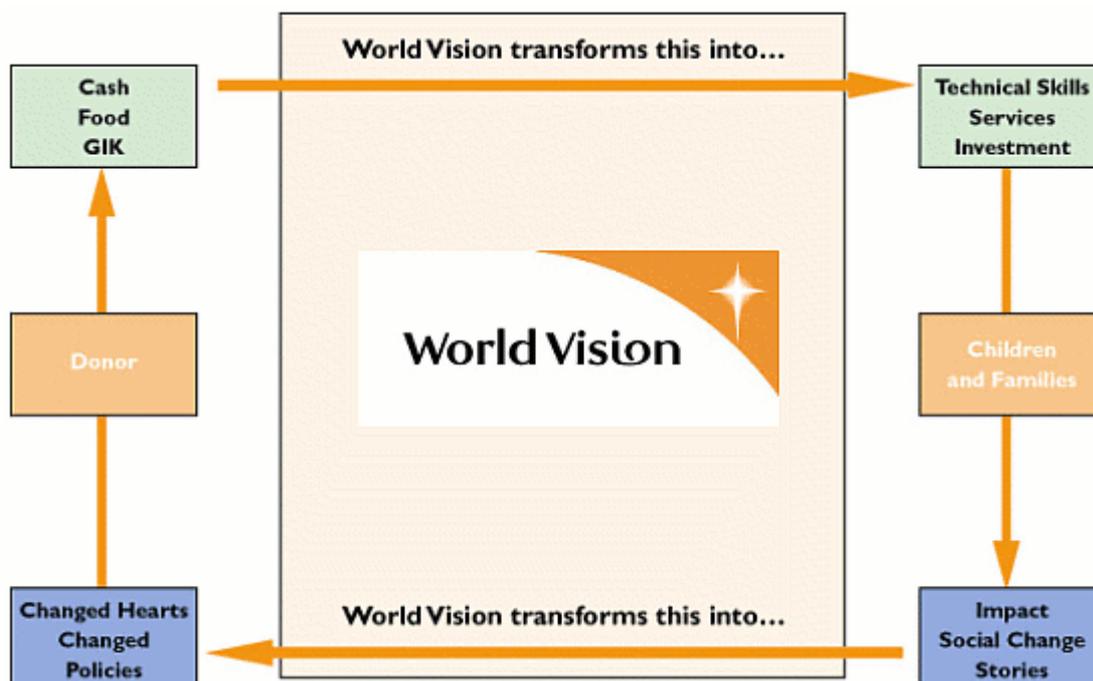
Compatibility with our vision, mission and values (Core Document quotes)

- ✓ **Vision:** Powerful motivators of caring: we encourage everyone to use the resources and influence they are blessed with to bless others.
- ✓ **Mission:** We pursue our mission through integrated, holistic commitment to: public awareness that leads to informed understanding, giving, involvement and prayer
- ✓ **Values:** We seek to follow Christ...in his call to share resources with each other. We are faithful to the purpose for which resources are given and manage them in a manner that brings maximum benefit to the poor. We are responsive where deep-seated and often complex economic and social deprivation calls for sustainable, long-term development. We maintain the commitments necessary for this to occur.

Implications for World Vision

- We must do everything possible to acquire, educate, service, and involve donors resulting in transformation that improves their long-term involvement (retention) in our mission. This must include development of strategies and quantifiable indicators that support the transformation of our donors.
- We must be willing and equipped to accommodate reasonable donor expectations for field visits and volunteer opportunities (especially churches).
- We must strengthen communication linkages between donors, field programs and sponsored children (e.g. website, annual progress reports, magazine, etc.). Adequate systems and infrastructure are important to support this.
- We must “show” or demonstrate impact to engender donor loyalty.
- Donor loyalty/transformation will positively impact advocacy, volunteerism and giving.
- Demonstrating maximum program impact & leverage per dollar raised will positively improve donor responsiveness
- We must exercise ongoing stewardship of resources, effectively balancing the need for growth investments and efficiency.

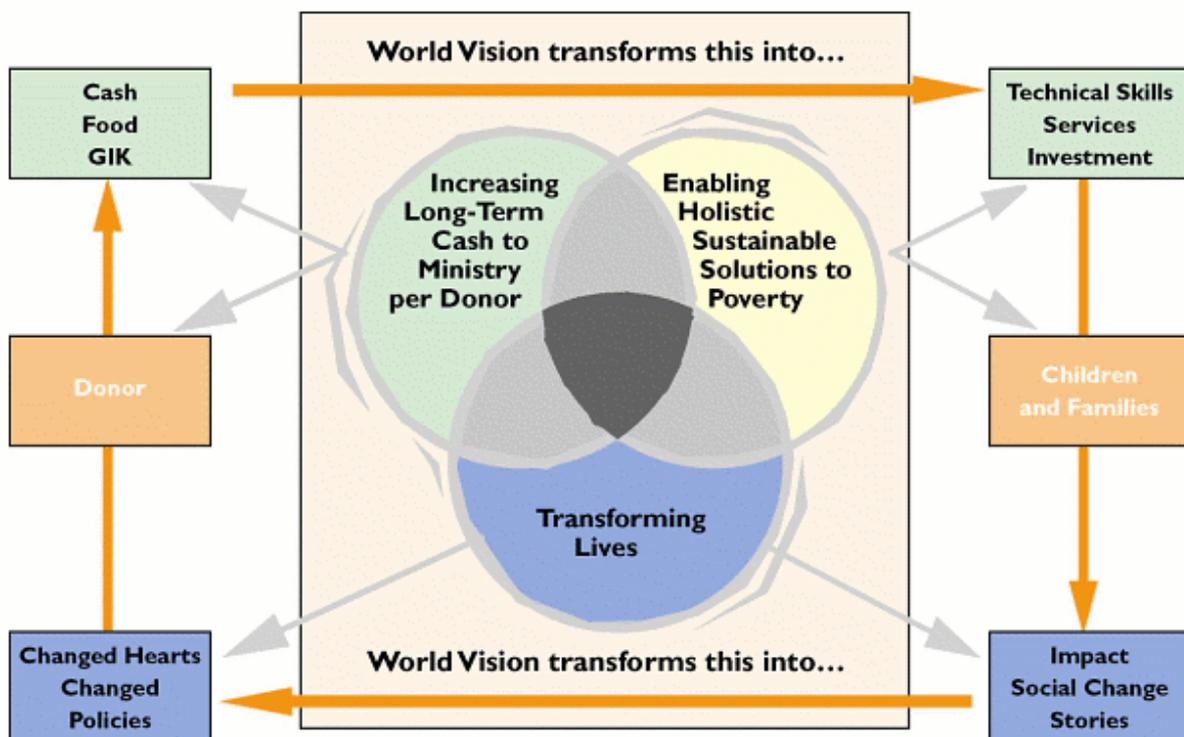
How does the proposed Hedgehog Concept fit with our basic business process as pictured below?



At the simplest level, our basic business process does the following:

1. World Vision invests technical skills, services and cash in relief, transformational development and advocacy programs, resulting in social change, impact in the lives the poor and stories about transformed lives.
2. World Vision uses impact information and stories of social change to change the hearts of donors and to encourage those who make public policies to ensure their policies enhance the well being of children and the poor.
3. Changed hearts and changed policies in turn result in World Vision receiving more cash, food and GIK, which World Vision transforms into people with technical skills, services and into cash that is invested in ministry programs among the poor.

With this simple understanding of World Vision's fundamental business process, how does the proposed Hedgehog Concept fit?



We are passionate about transforming lives among the poor and among donors and those who create public policy that affect the poor. We can be best in the world at enabling sustainable solutions to poverty for the poor. Finally, our economic driver is rooted in a sustained relationship with those who give us money, food and GIK.